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Ontario

Ministry of  
Culture and  
Recreation

Hon. Reuben C. Baetz  
Minister  
Douglas Wright  
Deputy Minister

# consultants for planning and facilities

a list of cultural  
and recreational  
projects by ontario  
planners, architects,  
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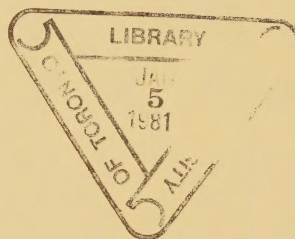
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For further information or assistance  
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# introduction

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This collection of projects shows the wide involvement of professional consultants in cultural and recreational planning and facility development. It brings together firms from the fields of planning, architecture, engineering and landscape architecture. With one exception they are all based in Ontario with several having branch offices throughout the Province.

A helpful guide, "How to select a consultant," at the end of this publication gives the addresses of various professional associations which maybe contacted for membership directories.

Not every firm that has made a contribution is listed nor was there space to include every project for each firm. The projects and firms listed are only those who have made themselves known to the Planning and Technical Section as of November 1979.

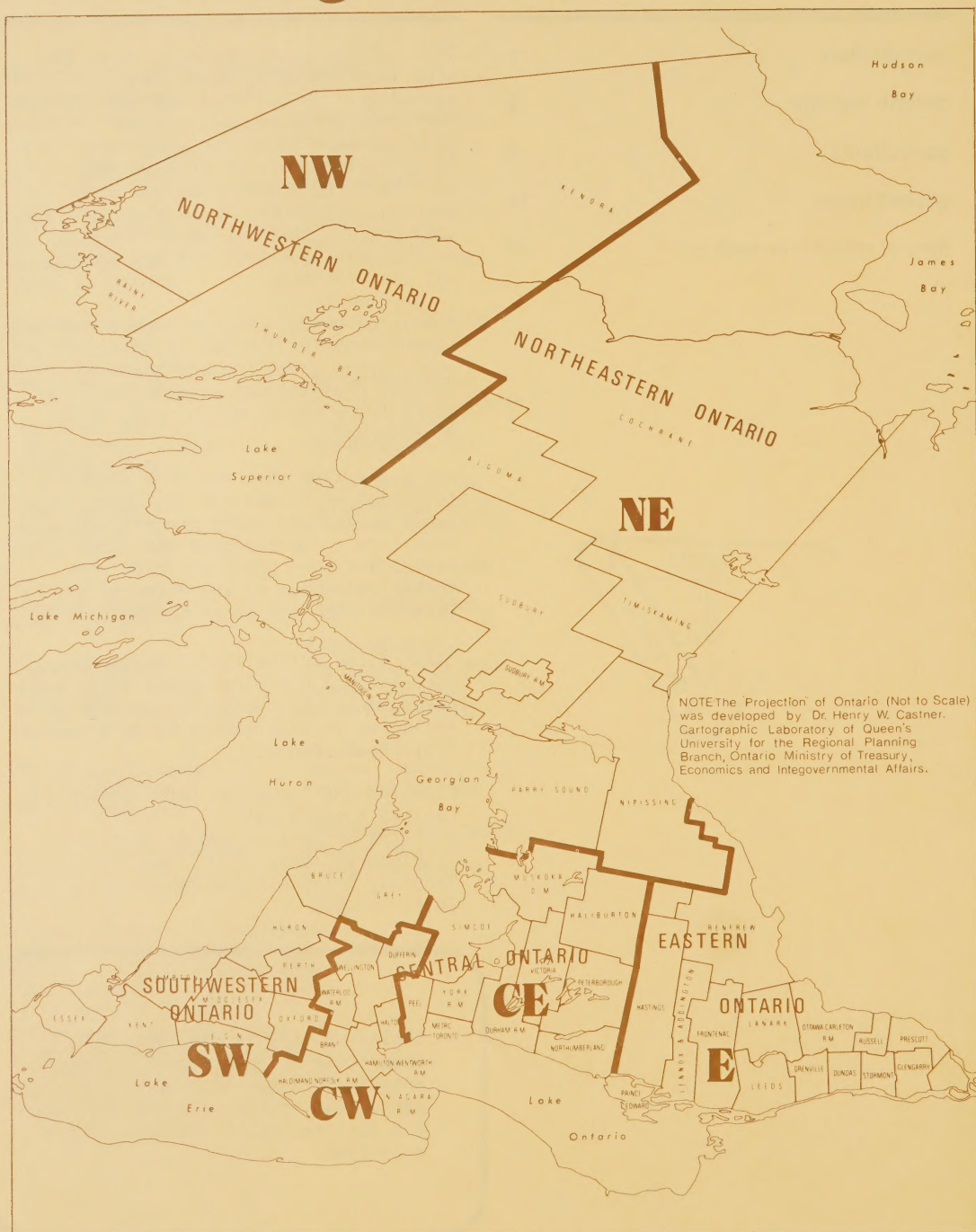
Other firms active in cultural and recreational planning and facility development that have projects for inclusion in supplements to this list should contact:

Planning and Technical Services Section  
Capital Support Unit  
Ministry of Culture and Recreation  
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Toronto, Ontario M7A 2R9  
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# ontario regions



# consultants

## a

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  - Yukon Tourism Development Strategy
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- Study of potential recreational use of government docks, Dept. of Environment**
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- Adelaide Court, Restoration of building for theatre use, Toronto**
- Huron County Place, Grand Bend**
- Feasibility study for Shaw Festival, Niagara-on-the Lake**
- Feasibility study, Phoenix Theatre, Toronto**
- Capital Priorities Review-empirical analysis, Ministry of Culture and Recreation**
- Evaluation of Fitness Ontario Program, Ministry of Culture and Recreation**
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E	WILLIAM R. MACK Architect 320 Sydney Street Cornwall, Ontario K6H 3H2 (613) 932-5735	<ul style="list-style-type: none"> <li>Recreation Centre Proposal, Morrisburg</li> <li>Matilda Township Community Hall</li> <li>Dixons Corners</li> <li>Newington Curling Club, Newington</li> <li>Long Sault Arena</li> <li>Bob Turner Memorial Centre, Cornwall</li> </ul>	<ul style="list-style-type: none"> <li>Glen Rocks Resort Community</li> <li>Cecil St. Chinese Community Centre Renovation, Toronto</li> <li>Wallace Emerson Community Centre, Toronto</li> <li>Pine Point Arena, Etobicoke</li> <li>Albion Library, Etobicoke</li> </ul>
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E	MACLENNAN ASSOCIATES, ARCHITECTS Suite 101 275 Ontario Street Kingston, Ontario K7K 2X5 (613) 544-0092	<ul style="list-style-type: none"> <li>Kingston Marine Museum</li> <li>Elgin School House, Renovations for Senior Citizens Recreation</li> <li>Sibbald House Resort, Sutton</li> <li>Sunnyside Children's Centre, Kingston</li> </ul>	<ul style="list-style-type: none"> <li>Peterborough Kawartha Downs Race Track</li> <li>Thornhill Community Centre, Markham</li> <li>Artillery Park Swimming Pool, Kingston</li> <li>York University, Glendon Hall Tennis Facility</li> <li>Orangeville Arena</li> </ul>
CE	MCCPHERSON, WALKER, WRIGHT ASSOC. LTD. Planning Consultants Suite 303 1670 Bayview Ave. Toronto, Ontario M4G 3C2 (416) 487-4421	<ul style="list-style-type: none"> <li>Port Hope Firehall Rehabilitation Study</li> <li>Exhibition Park Rehabilitation Master Plan Study, Toronto</li> <li>Heritage Inventories for Clarendon and Colborne</li> <li>Pickering Town Centre Plan</li> </ul>	<ul style="list-style-type: none"> <li>Cambrian College Athletic Facilities</li> <li>Tennis Centre, North Bay</li> <li>Running Track, North Bay</li> <li>Iroquois Falls Tennis Courts</li> </ul>
CE	HOWARD M. MALONE ASSOC. LTD. Planning Consultants 1262 Don Mills Road Suite 78 Don Mills, Ontario M3B 2W7 (416) 445-1372	<ul style="list-style-type: none"> <li>Victoria Island Tourism Study</li> <li>Laurentian Ski Club - Feasibility and Site Plan</li> <li>Gormley Green Golf Course</li> </ul>	<ul style="list-style-type: none"> <li>"Energy conservation in existing arenas (Three case studies)," Ontario Arenas Assoc.</li> <li>Lawfield Arena, Hamilton</li> </ul>
CE	MARANI, ROUNTHWAITE AND DICK Architects and Engineers 112 Merton St., Suite 400 Toronto, Ontario M4S 2Z9 (416) 486-6221	<ul style="list-style-type: none"> <li>Heritage study, relocation and renovation of Chief Justice Campbell Residence, Toronto</li> <li>Stratford Festival Theatre, Stratford</li> <li>Expansion of Exhibition Stadium, Toronto</li> <li>Laurentian University Athletic Building and Olympic Pool, Sudbury</li> </ul>	<ul style="list-style-type: none"> <li>Children's Village, Ontario Place</li> <li>Creative Playground Information Kit CMHC</li> <li>Captain &amp; Kids World, San Diego</li> <li>Santa's Village, Bracebridge</li> <li>Grand Banks Schooner-Floating Museum, Newfoundland</li> </ul>
SW	A.E. MARGETTS, ARCHITECT 24 Queens Ave. Leamington, Ontario N8H 3G6 (519) 326-8555	<ul style="list-style-type: none"> <li>Study on recreation needs in Leamington</li> </ul>	
CW	MARK, MUSSELMAN, MCINTYRE, CUMBE ARCHITECTS 127 Brant Ave. Brantford, Ontario N3T 3H5 (519) 756-6331	<ul style="list-style-type: none"> <li>Feasibility Study, Recreation Centre, Cambridge</li> <li>Doon Pioneer Village Master Plan, Kitchener</li> <li>Feasibility Study, Brant Arts Centre, Brantford</li> <li>Woodman Park Recreation Centre, Brantford</li> <li>Cambridge Central Library</li> </ul>	<ul style="list-style-type: none"> <li>Goodfish Band Community Facility, Goodfish, Alberta</li> <li>Concept plan for domed stadium, Toronto</li> <li>French man's Bay water and Shoreline Development Plan, Pickering</li> <li>Site planning, Talisman and Mansfield Ski Resorts</li> <li>Master plan C.A. Pippy Park, St. John's, Nfld.</li> </ul>
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- CE Marani, Rounthwaite and Dick Arch.

## Squash clubs

- CE Jake Fowell Arch.
- NW Graham Bacon Welter
- CE M.H. Kilpatrick Assoc. Ltd.
- SW Jean Montieth and Assoc. Ltd.
- CE Derrick Owen Arch.

## Stadiums

- CE Allward and Gouinlock Arch.
- CE Ardec Consult. Eng.
- CE Fodor Engineering Ltd.
- SW Glos Arch. Eng.
- CW Prack Partners Arch.
  - E J.L. Richards and Assoc. Ltd.
- CE W. Sefton and Assoc. Ltd.
- CE R.E. Winter and Assoc. Ltd.

## Stadiums--planning studies

- NE Land Design Co.
- CE Marani, Rounthwaite and Dick Arch.
- CE Alek. S. Milenov Arch.

## Surveys--cultural and recreational activities

- E Comstat Consult. Ser. Ltd.
- CE Woods Gordon and Co.

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## Swimming pools

- CE Allward and Gouinlock Arch.
- CW Aquatic Consults. Inc.
- CE Blankstein Coop Hanna Briggs Arch.
- CE Cambrian Fac. Consults. Ltd.
- CE Greer Galloway and Assoc. Ltd.
- SW James H. Jordan Arch.
- NE E. Piotrowski Eng. Ltd.
- CE Prack Partners Arch.
- CE Totten Sims Hubicki Assoc.

## Swimming pools, municipal

- CE Allen and Sherriff, Arch.
- CW Aquatic Consults Inc.
- CE Alex. Budrevics and Assoc. Ltd.
- CW Stan H. Butcherd Arch.
- SW Canadian Swimming Pool Design
- CE Cansult Ltd.
- CE H.D. Chapman, H.V. Walker Arch.
- SW M.M. Dillon Ltd.
- CE ECE Group
- CW Filer Consults. Ltd.
- CW Group Eight Eng. Ltd.
- SW Henderson Paddon and Assoc. Ltd.
- SW J.G. Hreno Arch.
- CE Jackson Ypes Assoc.
- CE Kenloch Co.
- CE Knox Martin Kretch Ltd.
- SW Kyles, Kyles and Garrett Arch.
- CE Lee Elken Becksted Fair Arch.
- CE D.E. McGregor and Assoc. Ltd.
- CE David A.G. Mills Arch.
- CE Moffat and Duncan Arch.
- CE David Aaron Novick Arch.
- E Parkway Planning Assoc. Ltd.
- CE Pentland and Baker Arch.
- CW Prack Partners Arch.
- CE Reid Crowther and Partners Ltd.
- CE Nicholas Rusz and Assoc. Ltd.
- CE Melvin Satok Arch.
- NE D. Perry Short Arch.
- CW Paul Smith and Assoc.
- CW Snider Reichard March Arch.
- CE Mandel Sprachman Arch.
- CE Thom Partnership
- CE T.M.P. Ltd.
- CE Underwood and McLellan and Assoc. Ltd.

## Swimming pools, university

- CW Aquatic Consults. Inc.
- CE Blankstein Coop Hanna Briggs Arch.
- CE Marani, Rounthwaite and Dick Arch.
- CE Moffat Moffat and Kinoshita Arch.
- CE Number Ten Arch. Group
- CE Thom Partnership

## Swimming pools, school

- CE Adamson Associates
- SW J. G. Hreno Arch.
- NE Northland Eng. Ltd.
- CE Page and Steele Arch.
- CE Shore Tilbe Henschel

## Tennis clubs

- CE Boigon and Armstrong Arch.
- CE Cansult Ltd.
- CW Trevor P. Garwood-Jones Arch.
- CE Group Eight Eng. Ltd.
- SW Kyles, Kyles and Garrett Arch.
- CW MacDonald and Zuberec Arch.
- CE D.E. McGregor and Assoc. Ltd.
- CE Petroff and Jeruzalski Arch.
- CE Seymour A. J. Seligman Arch.
- CE Alex Tobias Assoc. Ltd.

## Tennis courts

- CE Ainley and Associates
- CE Cosburn Giberson Consults. Inc.
- CE DelCan
- SW Henderson, Paddon and Assoc. Ltd.
- SW Lafontaine, Cowie, Buratto Assoc. Ltd.
- E J.D. Lee Eng. Ltd.
- NE G.E. McGuinty Const. Co. Ltd.
- SW Nisbit Letham Ltd.
- NE Northland Eng. Ltd.
- CE Reid Crowther and Partners Ltd.
- CE Nicholas Rusz and Assoc. Ltd.
- CE Melvin Satok Arch.

## Theatres

- CE Blankstein Coop Hanna Briggs Arch.
- SW M.M. Dillon Ltd.
- CW Trevor P. Garwood Jones, Arch.
- CE Hamilton Kemp Arch.
- CE Lett Smith Arch.
- CE Marani, Rounthwaite and Dick Arch.
- CE Morrison Hershfield Burgess
- CE Barton Myers Assoc.
- CE Number Ten Arch. Group



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CW Rieder Hymmen and Lobban Arch.  
CE J.L. Smith and Assoc.  
CE Thom Partnership  
CE Alex Tobias Assoc. Ltd.

## Tourism planning studies

CW Balmer, Crapo and Assoc. Ltd.  
CE Deloitte, Haskins, and Sells Assoc.  
CE IBI Group  
CE Kilborn Ltd.  
CE Howard M. Malone Assoc. Ltd.  
E Philips Planning and Eng. Ltd.  
CE Proctor and Redfern Group  
CE Read Voorhees and Assoc. Ltd.  
CE Underwood McLellan and Assoc. Ltd.  
CE Woods Gordon and Co.

## Waterfront planning studies

CE Acres Consulting Services Ltd.  
CE Airphoto Analysis Assoc. Consults. Ltd.  
CE Bird and Hale Ltd.  
CE Chrylser and Latham  
CE Clifford, Lawrie, Bolton, Ritchie  
CE Damas and Smith Ltd.  
CW Ecoplans Ltd.  
E D.W. Graham Assoc.  
NE Gugula Smedley Barban  
CE Hough, Stansbury and Michalski Ltd.  
CE IBI Group  
CE Kilborn Ltd.  
SW James F. MacLaren Ltd.  
CE Jerome Markson Arch.  
CE Alek. S. Milenov Arch.  
CE Proctor and Redfern Group  
CE Project Planning Assoc. Ltd.  
CE Richard Strong Steven Morehead Ltd.  
CE John G. Williams Assoc.

## "Y" buildings

CE Adamson Associates  
CE Myles Allison Arch.  
CE David Andrews Manag. Consult.  
NE G.B. Cox Arch.  
CE ECE Group  
E Ellwood Henderson Graham-Smith  
SW Glos Arch. Eng.  
SW James H. Jordan Arch.  
CE Laventhol and Horwath  
CE Nightingale and Quigley Arch.  
CW David Aaron Novick  
CW Prack Partners Arch.  
NE D. Perry Short Arch.

## Zoos

CE Crang and Boake Arch.  
CE Johnson Sustronk Weinstein and Assoc.  
CE Hanscombe Roy Assoc.

# how to select a consultant

The process of selecting a consultant is not exactly like tendering a construction project. The lowest bid may not be the best solution. The choice of the best qualified consultant will give the greatest satisfaction and over-all economies.

The project sponsor must evaluate the consultants' prices, services and personnel. There are two approaches to selection--direct selection and comparative selection.

## direct selection

Selecting consultants directly is the simplest method. Little expense is involved in the process. A consultant is selected on the basis of reputation, personal acquaintance or referral by former clients. In any case, the client should review the consultant's experience and qualifications, find out more about the person's philosophy, attitudes and personality, as well as visit recently-completed projects and interview the consultant's former clients.

## comparative selection

The advantage of comparative selection is that the best firm for the job is selected from a larger number of firms. The disadvantage is that additional time and effort are required to review the various candidates and select one from many.

Comparative selection may involve a tendering process, such as for planning studies. Or, as certain consultants are not allowed to tender (for example registered architects in Ontario), comparative selection may also be used without tendering.

## comparative selection without tendering

This method is likely to be used for a building project when selecting an architect as fees are set by their professional association.

1. Compile a list of consultants.
2. Narrow this list down to 5 to 7 firms and send these firms a questionnaire outlining the client's intent and the information required from the firms.
3. An open proposal meeting is held to discuss the proposed building.
4. After reviewing the questionnaires, the client should prioritize the list of consultants and invite not more than 4 to an interview.
5. If the client feels that a decision cannot be made just from the interviews, the client can ask the consultants to submit a proposal. The purpose of this request is to enable the client to assess and compare the services offered by different firms.
6. The first-choice firm should be notified. The other firms should be notified in writing and thanked.

Proposals require a great deal of time and effort to produce. The client should not make such demands on a consultant unless seriously considering the use of the consultant's service.

## comparative selection using closed tenders (suggested for planning studies under \$15,000)

1. Study sponsor invites 5 to 7 consulting firms to submit bid proposals based on the Terms of Reference:
  - . Background information on the firm and references.
  - . Personnel to be assigned to project.
  - . Approach and methods to be used in carrying out the study.

- . Schedule and fee proposal.
  - . Any additional information required.
2. Sponsor reviews the proposals and narrows the choice down to 3 firms for interviews.
3. The purpose of the interviews is to discuss the consulting firms' proposals and their abilities to meet the Terms of Reference. Negotiation over certain issues may be carried out.
4. Select a consultant and notify unsuccessful firms.
2. Review the pre-qualification information and select a short list of 5 to 7 firms which will be invited to submit detailed proposals based on the Terms of Reference. Inform all unsuccessful candidates of the decision.
3. Review all detailed proposals and narrow the choice down to 3 firms to interview.
4. Select a consultant and notify unsuccessful candidates.

#### **comparative selection using open tenders with prequalification (suggested for studies over \$15,000)**

For large scale studies there will be great interest by the private sector in obtaining the contract. Since an open tender will generate a large number of potential bidders, pre-qualification narrows the field using only questions about the firms. This information would be used by the study sponsor to draw up a short list of 5 to 7 firms which would be then invited to submit detailed proposals based on the Terms of Reference of the study.

1. Advertise an open pre-qualification asking for information related to the firm and individual project personnel:
  - . Qualifications or expertise in study area.
  - . Previous experience or performance.
  - . Availability of all required fields of expertise or names of subconsultants who would work on the study.
  - . Outline of the firm's workload.
  - . Evidence of effective project management.
  - . Freedom from conflict of interest.
  - . Other information as seen desirable.

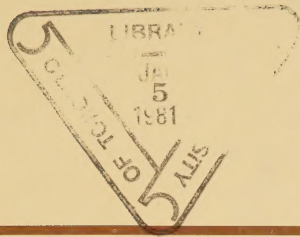
#### **design competition**

This method is not commonly used except in the selection of architects. A competition is time consuming, but it promotes innovative thinking. It has been found most often to be appropriate for large civic projects. The award to the winner is usually the commission for the project. The booklet, Rules for Architectural Competition in Ontario, produced by the Ontario Association of Architects should be reviewed for more details.

#### **criteria for selection for use with any of the foregoing methods**

1. Professional Reputation--the consultant's standing within the profession can be evaluated through conversation with references. The professional awards won by the consultant and publications produced also demonstrate success in the field. Professional registration should be in good standing.
2. Experience--the consultant's experience in similar types of projects of parallel scale and complexity is an obvious subject for evaluation. However, consultants lacking experience should not be immediately eliminated from consideration. Their competence and ability exercised in other projects might well qualify them for this project.





3. Staff and Facilities--the size of the firm is less important than the efficiency of its operation. The education, training and experience of the staff and their proposed consultants are of major concern. Some clients prefer to use local firms rather than those from outside the locality. This geographical concern should not overdominate the selection process.
4. Quality of Work--a review of some of the consultant's completed projects is necessary for the client to get to know the quality of the consultant's work. The consultant's former clients should also be contacted for reference. The following points should be examined:
  - . Ability to work within budget.
  - . Ability to work within required time frame.
  - . Degree of responsibility accepted by the consultant for the technical aspects of the project.
  - . Amount of original thinking applied to the project.
  - . Management and organization ability on the project.
  - . Degree of openness to client input and criticism, sensitivity to client's concern.
  - . Amount of time and attention the principals of the firm applied to project and their availability to the client.
  - . Maintenance problems of facilities. Whether they are the consultant's or the former client's error in judgment.
  - . Progress towards implementation of planning study recommendations.
5. Methods of Operation--it is important that the consultant has a good working relationship with the client. They should agree on the approach to the management and operation of the project.
6. Interest in the Project--the consultant should have a genuine interest in the project rather than just in the monetary reward. An exciting and productive working relationship will result from the true concern for the project and the client's needs.
7. Fees--the professional fees may vary. They should be compared to other offers with reference to scope of proposed services.

#### **other lists of consultants for planning and facilities**

##### Roster of Ontario planning consulting firms.

Canadian Institute of Planners - Central Ontario Chapter, 3206 Yonge St., Toronto, Ontario, M4N 2L3, (416) 483-1873. \$3.50

##### List of members/practices. 1979 directory.

Ontario Association of Architects, 50 Park Road, Toronto, Ontario, M4W 2N5. (416) 929-0623. \$20.00.

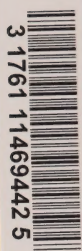
Recreation Canada. Professional services section contained in each issue of the journal.

##### Consulting Engineers of Ontario Directory.

Consulting Engineers of Ontario, 1027 Yonge St., Toronto, Ontario, M4W 3E5, (416) 961-2457. \$35.00.

##### Ontario Association of Landscape Architects Directory.

Ontario Association of Landscape Architects, 170 Donway West, Suite 212, Don Mills, Ontario, M3C 2G3, (416) 447-6364. Free.



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